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## INTRODUCTION

I'm pleased to introduce you to the Intermountain Healthcare Leadership Institute. Our first cohort of executive leaders convened in October 2018, in the beautiful new Intermountain Kem C. Gardner Transformation Center on the campus of Intermountain Medical Center in Murray, Utah—a suburb of Salt Lake City.

The Institute focuses on timeless leadership principles, which are critical to develop trusted leaders at the intersection of clinical and operational excellence.

Our program takes place in two, week-long forums, in September and November 2019. Each forum is an immersive and engaging learning experience with a cohort of leaders from nationally respected not-for-profit health systems. The educational experience involves a variety of approaches, including case study methodology, small group discussion, dyad exchanges, personalized assessments, live simulation and multiple forms of individualized support. There are ample opportunities for networking and mutual learning through extensive collaboration and ongoing relationships with the Institute faculty and fellow graduates of the program. Our esteemed faculty is comprised of accomplished experts in healthcare, leadership, business, and academia.

Leaders who wish to develop or strengthen their leadership qualities will do so in this exciting and unique environment. The lessons learned in our program, and the executive mentoring we offer, will help shape the character and competence of present and future healthcare leaders—and ultimately healthcare itself.

Sincerely,

CHARLES W. SORENSON, MD, FACS

Challes Sources

President and CEO Emeritus, Intermountain Healthcare

Founding Director, Intermountain Healthcare Leadership Institute

## THE **PROGRAM**

The Intermountain Healthcare

Leadership Institute is designed for
experienced healthcare leaders who
possess the potential to make significant
impacts on their organization's culture,
strategy, clinical, and cost performance.

We encourage organizations to send two executives: a clinical leader and an administrative/operational leader. However, you may send just one leader if you so choose. The Leadership Institute will assure a roughly equal balance of clinical and administrative leaders to facilitate effective learning among participants.

The Healthcare Leadership Institute offers participants the opportunity to increase their effectiveness by strengthening four timeless leadership principles—vision, character, personal effectiveness, and selflessness. Participants learn in an immersive and interactive environment from highly experienced and nationally recognized faculty and program peers, advancing both the skills and emotional intelligence to strengthen their ability to lead effectively at the complex intersection of clinical and operational excellence.

- Participants learn with thought leaders from Intermountain Healthcare, Harvard Business School, Notre Dame, and other leading institutions. These experts, with decades of experience, comprise our engaging and inspiring faculty.
- Live simulation is used to experience and hone executive decision making that integrates ethical and values-driven considerations.
- Case studies and teamwork engage participants in provocative debate and encourage the building of ongoing relationships.

PARTICIPANTS LEARN IN AN IMMERSIVE
AND INTERACTIVE ENVIRONMENT FROM
HIGHLY EXPERIENCED AND NATIONALLY
RECOGNIZED FACULTY

 The program includes wellbeing practices to support holistic and sustainable leadership.



## PROGRAM BENEFITS

#### FOR THE NOMINATING ORGANIZATION:

- Develop key leaders who strengthen the organization
- Increase competency and expand organizational loyalty through a commitment to leaders' development
- Valuable perspectives garnered from leaders of highly respected not-for-profit health systems

#### FOR THE INDIVIDUAL PARTICIPANT:

- Enhance self-awareness of personal strengths for continued improvement
- Increase confidence and effectiveness in leading clinical and operational teams
- Improve positive influence, increase performance, and accelerate their organization's progress
- Develop a network of national experts, peers, and mentors to facilitate ongoing learning relationships
- Articulate a guiding personal-leadership brand
- Access to specific and individualized professional development tools

## THE NOMINATION PROCESS

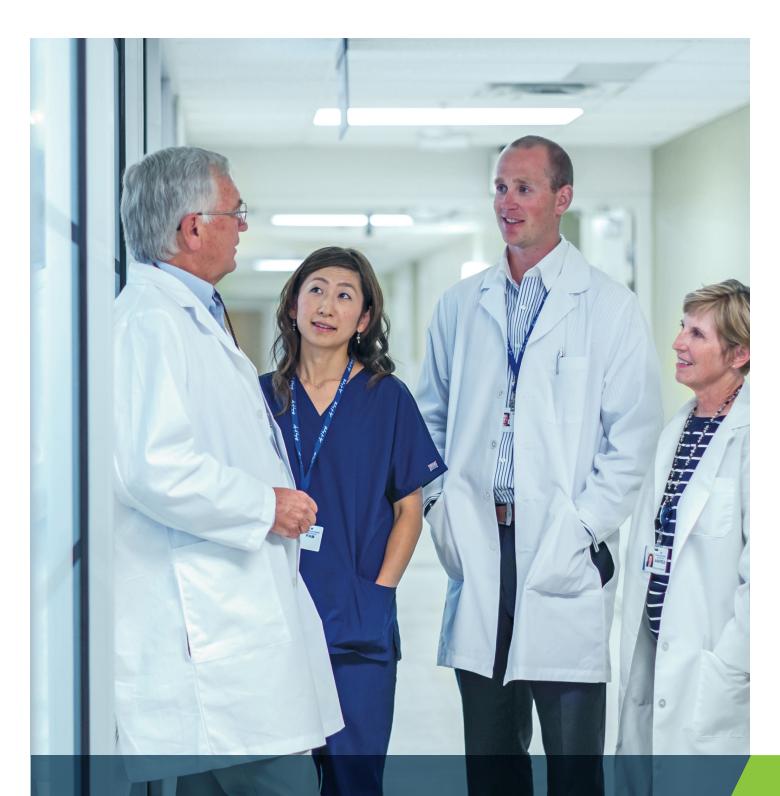
The Intermountain Healthcare Leadership Institute is for experienced healthcare leaders who possess the potential to make significant impacts within their organizations.



To apply, visit our registration website at Intermountain.com/HLI by using the QR code. If you have questions please email Penny Schippers at penny.schippers@imail.org.

APPLICATION DEADLINE IS MAY 1.





Upon completion of the program's requirements, participants are awarded CME credits and are presented with a *Certificate of Completion*. CME credit pending.

After successfully completing the program, participants become alumni and are eligible to join other graduates from leading health systems for continued learning through periodic meetings and online social connections.

## THE **CURRICULUM**

We asked twenty-five senior level executives from ten health systems across the United States for their thoughts on what would constitute a valuable curriculum and learning experience.

To be an effective change leader, as these executives told us, requires the key competencies of emotional intelligence, vision, the ability to lead effective teams, and accountability. Executive respondents emphasized the need for highly interactive, practical experiences that enable leaders to immediately apply the lessons they learn.

THE PROGRAM
and CME CREDITS

We utilized that feedback and additional research to develop a rigorous and valuable curriculum that is reflected in the overview below:

- The Experience Course instructors and facilitators, with extensive leadership experience in some of the country's most respected health systems and educational institutions, bring diverse and inspiring perspectives to class instruction, discussions, and individual program mentoring.
- Relevant Case Studies Case studies are selected from experiences in health systems and large businesses. Participants are asked to discuss current challenges from their own experience during small group discussions and shared learning experiences.
- Coaching and Mentoring Real-time coaching and mentoring is available from faculty throughout the course of the program.
- Network and Alumni Program –
   Continuing connections with peers,
   Institute faculty, and inter-organization
   networking enables continued learning
   long after completion of the program.

## **CURRICULUM** OVERVIEW

## WEEK ONE OCTOBER 15 — OCTOBER 19, 2018

## Leadership Challenges and Current Business Issues

Introductions, identify individual leadership opportunities in healthcare today. *Greg Matis*, *JD* 

#### **Developing a Trusted Leadership Brand**

Applying classic marketing and branding principles to define a personal leadership brand and create a leadership brand across the organization.

Bruce H. Jensen

#### The Neuroscience of Optimal Leadership

What good sleep, moderate stress, and positive emotion can teach us about leading and living well.

Jessica Payne, PhD

## Leading Across Silos, Levels, and Diverse Groups

Understanding and leading increasingly complex interdisciplinary teams.

Thomas D. Delong, PhD

#### **Emotional and Social Intelligence**

Understanding and debriefing individual participant Emotional Social Competency Inventories. *Steve Terry* 

## **Engaging Physicians and Administrators** in Evidenced-Based Care

Improving clinical and cost outcomes through adoption of best practices and effective use of data systems.

Brent C. James, MD

#### Clinical Programs Driving the Quadruple Aim

Applying principles to improve performance in a clinical service line.

Intermountain Faculty

## **Clinical Programs Small Group Rotations**

Clinical Program Leaders Cardiovascular, Women and Newborn, Pediatrics, and Behavioral Health.

Intermountain Faculty

## Establishing a Compelling Mission and Vision

Building organizational and individual energy, and commitment through a compelling mission and vision.

Intermountain Faculty

#### **Leadership Character Strengths**

Understanding and debriefing individual *TrueTilt* leadership profile character strengths.

Marguerite Samms, RN, MN, CPT, ACC

## Health Policy in the US: Current Challenges and Opportunities

A review of the current political and economic realities of the US healthcare environment and the implications for strategic planning in health systems. *Gregory P. Poulsen* 

#### **Principle Based Leadership**

Creating and applying a leadership philosophy with defining principles and values. *Joe Horton* 

## WEEK TWO JANUARY 14 — JANUARY 18, 2019

#### Influence and Change Leadership

An influence and change leadership simulation.

Emily Gregory, MD

## **Creating a Positive Culture and Effective Teams**

Creating a positive culture of psychological safety and developing high performing teams that enable innovation and successful execution of strategy.

Amy C. Edmondson, PhD

## **Executive Presence and Live Difficult Questions**

A simulation of applied communication techniques to build a reputation as a trusted ethical leader.

Ken Verdoia and Intermountain Faculty

## Ethical Decision Making in Healthcare Leadership

Exploring a framework for engaging with the ethical dimensions of difficult decisions in healthcare.

Greg Matis, JD

#### **Trusted Leadership**

Interactive case study discussing principles of ethical decision making.

Wing Province, MD, MBA and Charles W. Sorenson. MD, FACS

#### Partnering Well in the Administrative Dyad/Triad

Working effectively in clinical and administrative partnerships.

Intermountain Faculty

## The Board's Role in Non-Profit Healthcare Leadership

The shared development of a culture of trust and creation of a strategic agenda that aligns with the organization's agenda.

Charles W. Sorenson, MD, FACS and an Intermountain Board Member

#### Intermountain Clinical Executive Leadership Team Panel

Leadership insights.

Intermountain CNO, CMO

#### **Dinner Speaker**

Marc Harrison, MD, President and CEO Intermountain Healthcare

## **Empowerment and Positive Accountability**

Setting up the conditions of positive accountability.

Marguerite Samms, RN, MN, CPT, ACC

## Identifying Your Personal Success Indicators

Creating clarity about your unique contribution and measuring your success. *Intermountain Faculty* 

## A UNIQUE **LEARNING ENVIRONMENT**

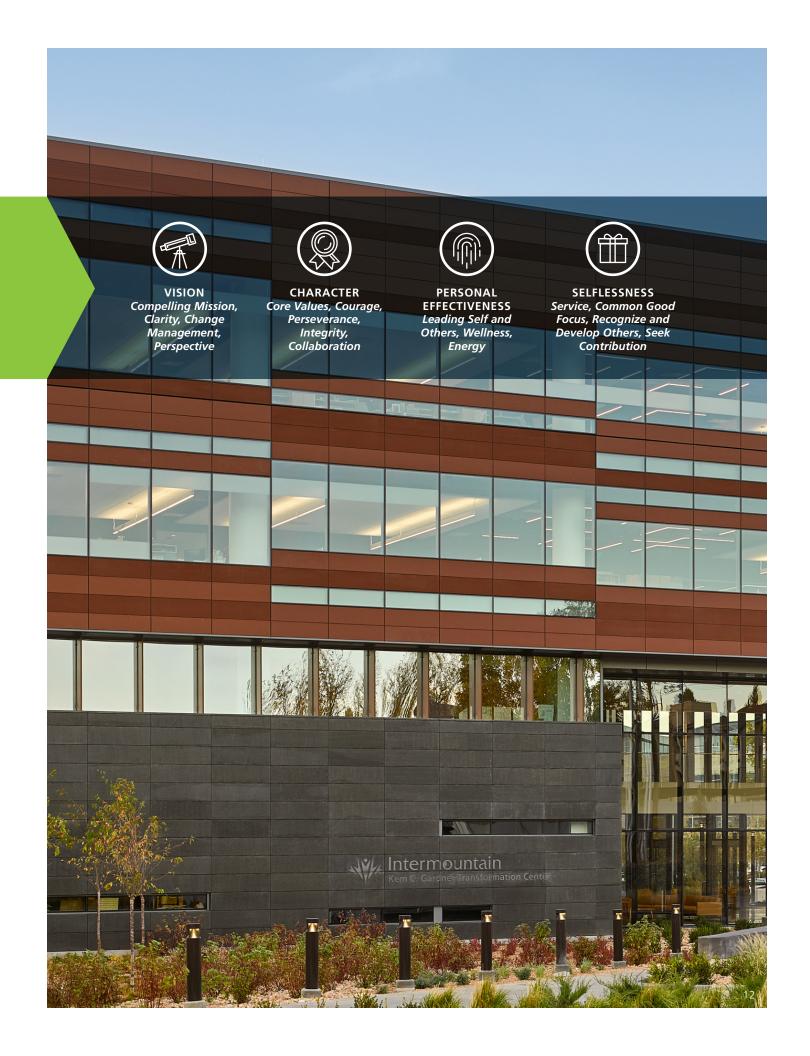
- Approach We believe that leaders learn best by doing, therefore the learning journey includes collective and individual work, practical case studies, simulations with real practice and feedback, and time for reflection to assimilate the learning. The program is designed to help participants increase their understanding and mastery of 1. Leading Self; 2. Leading Others; and 3. Leading the Business.
- Venue The program is conducted at the newly constructed Kem C. Gardner Transformation Center on the campus of Intermountain Medical Center. This state-of-the-art building, with commanding views of the stunning Wasatch Mountains, was carefully designed for the purposes of this program. It fosters an environment of collaborative learning, reflection, imagination, perspective, and insight.
- Assessments Leadership assessments are used to help leaders understand their starting place on the journey toward more effective and satisfying leadership.
- Format Two, intensive week-long forums (in September and November 2019) are held at the Intermountain Gardner Transformation Center in Salt Lake City, Utah. Forums are designed to allow participants to learn in exciting and innovative ways including: case study, simulation, and program mentoring.

THE HEALTHCARE LEADERSHIP INSTITUTE
OFFERS PARTICIPANTS THE OPPORTUNITY
TO INCREASE THEIR EFFECTIVENESS BY
STRENGTHENING COMPETENCIES IN FOUR
TIMELESS LEADERSHIP PRINCIPLES:

## PROGRAM FEE

The fee for the cohorts in 2018 and 2019 is \$12,000. The fee includes:

- Seminar attendance in the Kem C. Gardner Transformation Center
- 4 Diamond lodging at the Little America Hotel in downtown Salt Lake City
- Course materials
- Access to Harvard online lessons, resources, and tool kits
- Certificate of completion
- CME credit (pending)
- Meals



### **FACULTY**



CHARLES SORENSON, MD



THOMAS J. DELONG, PhD



AMY C. EDMONDSON, PhD



EMILY GREGORY, MD



JOSEPH (JOE) HORTON



BRENT JAMES, MD



BRUCE JENSEN



DONALD L. LAPPÉ, MD



GREG MATIS, JD



JESSICA PAYNE, PhD



GREG POULSEN



WILLIAM (WING)
PROVINCE, MD



NANCY BARDUGON, MSN



KEN VERDOIA

**CHARLES SORENSON, MD** is the President and CEO Emeritus of Intermountain Healthcare and the Founding Director of the Intermountain Healthcare Leadership Institute. Prior to his 8-year tenure as President and CEO of Intermountain, he was the COO for 11 years. Recognized by *Modern Healthcare* as both a top executive and physician, Charles is a graduate of the Cornell University Medical College and is a board-certified Urologic Surgeon. He is also an Adjunct Professor of Surgery at the University of Utah.

**THOMAS J. DELONG, PhD** is a senior fellow and former Philip J. Stomberg Professor of Management Practice in the Organizational Behavior area at the Harvard Business School. He is internationally recognized for his teaching and course development. Professor DeLong received his PhD in Industrial Supervision from Purdue University. He received a post-doctoral fellowship from MIT.

**AMY C. EDMONDSON, PhD** is the Novartis Professor of Leadership and Management at the Harvard Business School, a chair established to support the study of human interactions leading to the creation of successful enterprises that contribute to the betterment of society. Dr. Edmondson received her PhD in organizational behavior, MA in psychology, and BA in engineering and design from Harvard University.

**EMILY GREGORY, MD** is the Vice President of Product Development at VitalSmarts, a facilitator with a unique style that motivates audiences to change. She graduated from the University of Utah School of Medicine and holds an MBA from Brigham Young University.

**JOSEPH (JOE) HORTON** spent 21 years as the Chief Operating Officer and 15 years as CEO of Primary Children's Hospital. In 2007, he was appointed Senior Vice President of Intermountain Healthcare. He is also the former Chairman of the National Association of Children's Hospitals. After retirement in 2012, Joe became a visiting professor at the University of Michigan and an adjunct professor at the University of Utah. He teaches leadership at both institutions. Joe earned his master's degree in health administration at the University of Minnesota.

**BRENT JAMES, MD** is known internationally for his work in clinical quality improvement, patient safety, and improvement infrastructure. He is the former Chief Quality Officer and Executive Director of the Institute for Healthcare Delivery Research at Intermountain Healthcare. Dr. James received his undergraduate degree in Computer Science, a Master of Statistics, and Medical Doctorate degree from the University of Utah.

**BRUCE JENSEN** is the former Vice President of Communications and Marketing at Intermountain Healthcare where he served for 13 years before retiring in January 2018. He was previously a partner in a brand consulting firm and partner/creative director for a regional ad agency. He has extensive branding and marketing experience and has won several hundred awards for creativity. Bruce holds a master's degree in Communications from the University of Utah, where, as an adjunct professor, he taught classes in branding, creativity, and advertising.

**DONALD L. LAPPÉ, MD** is a Clinical Associate Professor of Medicine at the University of Utah and the previous medical director of Cardiovascular services at Intermountain. He has published and presented in a broad range of cardiovascular topics including clinical outcomes, basic science, and quality improvement.

**GREG MATIS, JD** has been a healthcare lawyer for over 20 years. Before joining Intermountain Healthcare, he served as in-house counsel with several other organizations, including First Health and First Data Corporation. Greg clerked for the Honorable Stephen H. Anderson of the Tenth Circuit U.S. Court of Appeals. He graduated from the University of Chicago Law School, where he was on the managing board of the University of Chicago Law Review.

**JESSICA PAYNE, PhD** is a professor of psychology at Notre Dame. Her research focuses on how sleep and stress influence human memory, creativity, and psychological function. She's a professional speaker, consultant, and executive coach at Jessica D. Payne LLC.

**GREG POULSEN** is Senior Vice President, Policy for Intermountain Healthcare. Greg is Board Chair of the Utah Hospital Association. He serves as a Trustee for the American Board of Internal Medicine Foundation, which focuses on advancing medical professionalism. He has consulted for the Swedish Health Ministry and has provided counsel on health policy development in several countries. Mr. Poulsen holds a bachelor's degree in biophysics and an MBA, both from Brigham Young University.

**WILLIAM (WING) PROVINCE, MD** is the Medical Director for the Intermountain Healthcare Leadership Institute. He is a graduate of the Johns Hopkins Emergency Medicine Residency, where he was selected as Chief Resident by the medical staff. He completed a fellowship in Quality Improvement at Intermountain Healthcare under the tutelage of Dr. Brent James. He is a practicing, board-certified Emergency Physician and currently the Medical Staff President Elect at Park City Hospital. Wing graduated with an MBA from the Harvard Business School.

**NANCY BARDUGON, MSN** is the executive director of the Healthcare Leadership Institute and Transformation Center at Intermountain Healthcare.

**KEN VERDOIA** has been a professional journalist and broadcaster for more than forty years. Ken is the recipient of twenty-nine Emmy Awards. He has been honored for lifetime achievement by the National Academy of Television Arts and Sciences. Ken is as a Fellow of the American Political Science Association in Washington, D.C. He has served as a consultant and training specialist for Fortune 500 businesses and federal agencies and professional and collegiate athletic programs.

# THE INTERMOUNTAIN KEM C. GARDNER TRANSFORMATION CENTER

The Intermountain Healthcare Leadership Institute is housed in the new Intermountain Transformation Center. This center is on the Intermountain Medical Center campus in Murray, Utah. The Transformation Center is designed to be a base for efforts to transform healthcare in ways that are patient-focused and that consistently provide the best clinical outcomes at sustainable costs. Beyond the Leadership Institute, the Transformation Center also houses the Intermountain Healthcare Delivery Institute, Intermountain Clinical Programs, and innovation programs.

The construction of the new Intermountain Transformation Center was made possible by the generosity of Utah philanthropist Kem C. Gardner, who donated \$20 million for this project. "I'm making this gift because Intermountain Healthcare has expertise of great importance to the world," said Mr. Gardner. "The programs housed in the Transformation Center will do so much to improve the health and care available to people in Utah and around the world. It is also my hope that this gift will inspire others to contribute." Mr. Gardner served on Intermountain boards for 34 years and was Chair

of the Intermountain Board from 2007-2012. He currently chairs the Intermountain Foundation Board.

## ABOUT INTERMOUNTAIN HEALTHCARE

Intermountain Healthcare is a not-for-profit health system based in Salt Lake City, Utah. Transforming healthcare through high quality and sustainable costs, Intermountain strives to help people live the healthiest lives possible. For more information, visit www.intermountainhealthcare.org.

Intermountain Healthcare comprises a system of 23 hospitals, 170 clinics, a Medical Group with about 1,500 employed physicians and advanced practitioners, a not-for-profit health insurance company called SelectHealth, and other health services. Intermountain is widely recognized as a leader in transforming healthcare through high quality and sustainable costs. For more information about Intermountain, visit intermountainhealthcare.org, read our blogs at intermountainhealthcare. org/blogs, connect with us on Twitter at twitter.com/intermountain and on Facebook at facebook.com/intermountain.

